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D2.3. Strategy and Business Plan for The European Library, 2013-2015

Introduction

Deliverable 2.3 presents the draft Strategy and Business Plan for The European Library (TEL), 2013-15.

The draft Strategy and Business Plan will be presented to the first 2013 meeting of the TEL Management Committee, whose governance arrangements have been changed, as previously outlined in D2.1, to include representatives of LIBER (The Association of European Research Libraries), and CERL (The Consortium of European Research Libraries), on behalf of the research libraries sector.

Deliverable 2.4 will summarise the process by which the Business Plan was identified and the evidence base on which it is founded.

The European Library

Strategy & Business Plan

2013-2015

The
**European
Library**

Connecting knowledge

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Foreword:
Towards a pan-European Research Infrastructure

The higher education sector will be critical to Europe's prosperity over the coming decade. Europe 2020[1], the growth strategy of the European Commission, highlights higher education as key to fostering innovation, employment and long-term economic prospects. These policy developments present great opportunities for national and research libraries, if we are willing to grasp them.

As a result of the Europeana Libraries project, CENL, LIBER and CERL came together to form a powerful and lasting partnership to bring the collections and intellectual output of Europe's national and research libraries to a worldwide audience. CENL now intends to position The European Library at the heart of Europe's research agenda, where the European Commission is making significant investment.

In June of this year, the new European Library service[2] was launched as a deliverable within the Europeana Libraries project. This exciting new service is designed with the content and functionality required by academic communities to support their research.

At launch, the service contained over seven million digital objects and 112 million bibliographic records. It will shortly reach 200 million objects. The service is promoted by marketing professionals, guaranteeing a worldwide audience for libraries and their collections.

This lays a strong foundation for our next joint venture, Europeana Research: a new service developed as a core element in a major three-year project.

As a result of Europeana Libraries, we have built a powerful and low-cost aggregation infrastructure that saves libraries significant time and money.

We provide a complete service, preparing library data for distribution into multiple channels including Europeana, commercial providers and search engines. We are at the cutting edge of research and development in digital libraries.

Our centre of competence includes data enrichment, clustering techniques, full-text indexing and Linked Open Data. We share our knowledge through working groups in technology, interoperability and marketing, all open to member libraries.

We are at the centre of strategic partnerships with leading consortia like DARIAH[3] and CLARIN[4] to construct a powerful research infrastructure for Europe, capable of competing with the world's best.

Through our network of libraries, we form a strategic grouping that has real influence on the future shape of Europeana. Our network is represented on the boards of Europeana and the Europeana Network.

We have a compelling vision for the future, continuing to enhance our service for libraries and forming a key strategic partnership with Europeana to establish Europeana Research, a cross-domain platform that leads us towards a pan-European research infrastructure.

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[1] http://ec.europa.eu/europe2020/index_en.htm [Accessed 6/11/2012]

[2] http://www.theeuropeanlibrary.org

[3] Digital Research Infrastructure for the Arts and Humanities, http://www.dariah.eu

[4] Common Language Resources and Technology Infrastructure, http://www.clarin.eu

Executive Summary

This plan describes our vision for the future of The European Library and how we will get there. It focuses on two main priorities. First: the expansion of The European Library to include both national and research libraries. Second: a partnership with Europeana to deliver Europeana Research, a new platform for academic communities within the humanities and social sciences.

The key to this strategy is an alliance between CENL (the owner of The European Library), LIBER and CERL (the two most important players at European research library level) and Europeana, with its strong ties to data providers from non-library domains.

The strategy is also supported by our participation in two new three-year projects: Europeana Cloud and Europeana Creative. They will enable further innovation and development during this planning period.

Our vision is to position ourselves as a vital node in European research infrastructures, strengthening the future role of libraries and staking our claim for European investment. This will allow us to expand our strategic co-operation with key research infrastructure players and potential users of the new platform. Together, we will ensure that the traditional role of libraries as pivotal to every researcher will continue in the virtual research environments of the future, starting with the humanities and social sciences.

The core of this plan entails a balancing of the supply-side focus and the demand-side. We will provide content and services that are seen by researchers as crucial for their work and we will present them in the researcher's own workflow. The plan also lays out the value proposition for national and university libraries that will provide the core funding for the service through membership fees.

The strategic thrust of the plan is based on four objectives:

1. Ensuring sustainability;
2. Establishing high-value collections and services;
3. Embedding the service in the rapidly developing digital research infrastructures;
4. Forming strategic partnerships.

The focus for the researcher is on collections, discovery, linking and value-added services. The focus for libraries is on widening access, opportunities for innovation and development, networking and knowledge sharing, cost-effective aggregation and data enrichment.

The business model for the core operational finance is an extension of the existing membership model. Research libraries will join forces with the national libraries to benefit from access to a wide range of services. This increased number of members will in turn drive down the costs of participation. Participation via consortia will further reduce costs, while improving sustainability.

Europeana's claim for structural funding under the Connecting Europe Facility[1], if successful, aims to finance the core platform (i.e. the shared Europeana infrastructure) from 2014. Innovation and development will continue to be funded by participation in competitive project programmes and, where possible, sponsorship.

A budget for the first two years of the Business Plan is set out, demonstrating how each part of the service will be paid for. There are six active projects in 2013. Five of these funded by the European Commission. Four projects are currently guaranteed for 2014. It is proposed to make a new submission for funding next year.

Finally, this plan defines the provisions by which LIBER and CERL as representatives of the community of research libraries will formally participate in the governance of the expanded services. It presents the scenarios for the developing income streams and evolution of fee structures.

We trust that this plan conveys the sense of excitement and opportunity presented for our national and research libraries in this rapidly developing research environment. We commend this plan to all our stakeholders.

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[1] https://ec.europa.eu/digital-agenda/en/connecting-europe-facility [Accessed 6/11/2012]

Section I

Background
Our history, experience and core competences.

1997-2009

Our experience and achievements in developing the European information landscape are unrivalled.

Libraries led the way to the founding of Europeana as the digital library for Europe[1].

As long ago as 1997, national libraries had formed an online service: Gateway to Europe's National Libraries[2]. By 2005, and with the vision to promote equal access to the rich collections of Europe's national libraries, CENL launched The European Library.

In three years, the service grew from nine to 48 national libraries and embraced the entirety of the Council of Europe states. Innovative projects provided the means to achieve interoperability between different library standards and to develop multi-lingual and full-text searching.

One fruit of these successes was the invitation to CENL to create Europeana in 2007.

Libraries Supporting The Development Of Europeana

Whilst Europeana was still a pilot project, The European Library continued in its role as the single point of access to Europe's national libraries. The national and research libraries networks — CENL, LIBER and CERL — played their full part in Europeana's development, serving on its board and partnering in Europeana projects.

An Evolving European Information Landscape

By 2008-2009, it was clear that the European information landscape was entering a new phase. The European Library was now one of several services in an increasingly crowded space. The world was entering economic crisis and libraries faced severe cutbacks.

Shaping The Relationship Between The European Library and Europeana

In 2008, CENL produced its strategy for establishing the relationship between The European Library and Europeana.

Given The European Library's unique status as a vast dataset of 200 million records (including the national bibliographies of Europe), we identified research communities as the core target audience. We decided to focus on the humanities and social sciences domains, where we have significant content strength. This gave The European Library the chance to expand its content base beyond national libraries and to position itself as the libraries aggregator for Europeana.

The key outcome was therefore to move decisively away from serving the general user and to concentrate on the needs of scholarship and research.

2010-2012

Consistently adapting to a changing environment.

In drafting the 2010-2012 strategic plan, a comprehensive review was undertaken in consultation with stakeholders. It included an assessment of core competencies and a risk analysis.

Critical success factors were identified for thew future of the service:

- Moving from a supply-focus to a user-oriented perspective;
- Forging new strategic relationships to increase content, offer new user services, enhance marketing and secure funding;
- Finding a sustainable business model to provide economies of scale;
- Continuing to invest in service innovation;
- Maintaining a robust service, with 24/7 availability.

We were building on a set of solid core competencies, from over 10 years' experience:

- A proven record in aggregating quality content from across Europe's national libraries, resulting in a very large dataset with which to support scholarship;
- More than a decade of knowledge sharing and building a sense of community across our libraries;
- Cooperation in innovation projects.

Strategic Plan 2010-2012

The resulting strategic plan pinpointed five priorities:

1. Embedding The European Library service within international research and learning communities.
2. Establishing collections and services of high value to users.
3. Developing strategic partnerships to support our aims.
4. Providing a robust infrastructure that continues to innovate.
5. Ensuring the sustainability of The European Library.

Achievements Under The Strategic Plan

We can show an impressive set of achievements against the objectives set out in the strategic plan. Vital to this success has been the partnership forged by CENL, LIBER, CERL and the Europeana Foundation, as a result of the Europeana Libraries project.

We have re-positioned our service towards academic communities by:

- Consolidating research and national libraries' content into one index, allowing users to explore and mine a vast dataset;
- Distributing the dataset via our new portal and by supplying APIs[3] into commercial services (such as Mendeley[4] and Summon[5]) and publicly-funded research infrastructures;
- Positioning libraries in Europe's virtual research environments, for example, CENDARI:

CENDARI is building a virtual research environment in two fields of history – medieval and World War One. We are working on core activities for libraries – developing a content strategy; building metadata standards and interoperability; promoting the service to librarians and other professionals, and reaching out to academics with resources such as bibliographies and collection guides.

- Making it possible for our dataset to be mined for research purposes, for example, Diggcore:

The Diggicore project[6] makes use of The European Library's dataset to identify patterns in the behaviour of research communities and to recognise trends in research disciplines

- Extending our capabilities in full-text aggregation and searching:

In addition to the innovative work undertaken into full-text aggregation and searching in the Europeana Libraries project, we are a lead partner in the Europeana Newspapers project, which is aggregating and refining a vast newspaper corpus from national and research libraries.

- Redesigning our current portal around the needs of researchers, with a completely new search and browse experience, underpinned by a solid marketing plan to reach our target audiences.

We have supported libraries by:

- Offering a one-stop-shop for data processing, comprising a content ingestion workflow that is seamless, automated and extremely fast, together with data enrichment services
- Working on behalf of all libraries in developing the ARROW rights information infrastructure[7] to support European mass digitisation projects:

The ARROW project uses libraries data from The European Library as a core component in a Europe-wide rights information infrastructure. As a result, we have developed our competencies in data clustering techniques. We also work with libraries wishing to use the ARROW system to undertake large-scale digitisation projects

- Representing libraries in the ENUMERATE[8] project, mapping digitisation and content development across Europe

Enumerate maps the progress of digitisation across Europe and is a valuable tool in establishing a content strategy for The European Library and Europeana

We have formed new alliances, by:

- Creating project partnerships with universities and the European research consortia DARIAH and CLARIN to develop Europe's e-research infrastructures

Section 1

- Working with commercial providers in the higher education sector, such as EBSCO, Serial Solutions, ProQuest and Mendeley, and with open access repository builders, such as DRIVER, DOAJ and BASE [9]

Our Achievements Have Been Facilitated By The Europeana Libraries Project

Underpinning the implementation of the strategy has been the Europeana Libraries project, which has enabled us to:

- Build a fully-scalable, efficient aggregator for both national and research libraries;
- Extend our capabilities in full-text searching
- Reach a new governance agreement for The European Library;
- Launch a redesigned portal;
- Market the service to national and research libraries across Europe.

Developing A Brand Strategy

A key challenge for the Europeana Libraries project was to clarify the complex branding position of The European Library and Europeana. The resulting report[10] recommended that the two services be seen as complementary rather than competitive, differentiated by their agreed target markets.

It proposed that The European Library brand name be reviewed and that the name Europeana Research would convey both the close relationship with Europeana as well as the target audience for the service.

The Europeana Libraries interim review requested further refinement of this service differentiation, including audience segmentation, marketing communications and collection development.

This is addressed through the business plan and is underpinned by our new project, Europeana Cloud, starting in February 2013 and running to 2015 (see p. 22).

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[1] The term 'digital library' is used in a very loose sense; Europeana was set up to be a gateway to the resources of museums, archives, audio-visual collections, as well as libraries.
[2] Graham Jefcoate, (1996) "Gabriel: Gateway to Europe's National Libraries", Program: electronic library and information systems, Vol. 30 Iss: 3, pp.229 - 238.
[3] Application Protocol Interfaces
[4] http://www.mendeley.com
[5] http://www.serialsolutions.com/en/services/summon
[6] http://core-project.kmi.open.ac.uk/about-diggicore-project
[7] http://www.arrow-net.eu
[8] http://www.enumerate.eu
[9] http://www.base-search.net
[10] Framework for the development of a brand strategy for The European Library, Europeana and Europeana Libraries, March 2011, Deliverable D6.1

Context

The political, economic, social, legal and technical environment in which The European Library operates.

Political

The higher education sector – a major stimulus for growth in Europe, a significant impact on the libraries sector.

Both the Council of Europe and the European Commission recognise the essential role played by universities in stimulating innovation and growth.

All 47 countries of the Council of Europe are behind the establishment of the European Higher Education Area[1], known as the Bologna Process, which has achieved compatibility between national systems of higher education.

Europe 2020, the European Union's growth strategy for the coming decade, highlights higher education as a key policy area where collaboration can boost employment and economic development. Modernising the university sector will lead to an increase in the number of graduates and improve the links between higher education, research and business.

The European Research Area[2] enables researchers, research institutions and businesses to work together across borders, by giving them access to an open space for knowledge and technologies. The European Research Council[3] promotes quality research in Europe through competitive funding. HERA – Humanities in the European Research Area[4] - is a partnership between 21 humanities research councils across Europe and the European Science Foundation[5] to establish the humanities in the European Research Area.

Both national and research libraries are key stakeholders in the European higher education and research agendas. They should therefore play an active role in these developments.

Libraries Can Play A Pivotal Role In Europe's New Research Infrastructures

European initiatives have great influence over the development of the information landscape. Programmes such as the Digital Agenda[6] have brought European libraries into the centre of political discussions. This represents a tremendous

opportunity for libraries to strongly position themselves, in particular via their engagement in the development of European research infrastructures.

As increased access to knowledge is viewed as key to economic development, libraries are broadening access to their collections. The primary customers of national libraries are from the research sector and many national libraries are explicitly stating their role in supporting education and research.

Legal

Recognition that open access to research outputs promote innovation and growth.

Open access and open knowledge are increasingly seen as political goals by research funding bodies, universities and the European Commission.

As the Commission states:

As all research and innovation builds on earlier achievements, an efficient system for broad dissemination of and access to research publications and raw data can accelerate scientific progress. This is essential for Europe's ability to enhance its economic performance and improve its capacity to compete through knowledge. Open Access can also boost the visibility of European research, and in particular offer small and medium-sized enterprises (SMEs) access to the latest research for exploitation.[7]

The European Commission will support the general principle of open access publishing in its Horizon 2020 programme[8]. The League of European Universities has also published a roadmap towards open access publishing[9]. The number of institutional open-access mandates and repositories are on the rise and new business models for open-access publishing are beginning to emerge.

Libraries Can Facilitate Access To Open-Access Content

At the same time, there is a gap in the provision of a secure digital infrastructure for the content of open-access repositories and journals across Europe. Libraries can play a major role in reshaping this space.

Libraries Lead The Way In Digitisation Programmes

The Commission has set clear targets in terms of the digitisation of Europe's cultural heritage. Libraries hold the majority of digitised cultural heritage to date. As the requirement for the legal deposit of 'born-digital' becomes a reality, the size of such national library holdings will increase dramatically.

Economic

Libraries and their funders are looking for return on investment.

The economic crisis is having a profound impact on library budgets. Many are cutting back on expenditure. Some libraries have been asked to restructure or consolidate.

The economic crisis makes libraries think afresh about their priorities. Joint procurement and collaboration are just some of the means libraries can employ to maximise the impact of their budgets. Public-private partnership is an approach to economic hardship and libraries are working on digitisation programmes with companies such as Google and ProQuest.

The European Library is already showcasing Google Books content from libraries across Europe, with four libraries[10] contributing their content through the Europeana Libraries project.

Libraries are also increasingly looking towards participation in European projects as a source of funding. The new Horizon 2020 programme[11] has a €80 billion budget.

The European Library sets its sights on Horizon 2020 and looks to position itself as a player in the European research infrastructure, in partnership with Europeana.

Technology

From information silos to information sharing.

Cloud computing, where data is held at network level rather than at local level, will transform the way libraries work and co-operate together.

OCLC[12] and ExLibris are among those working on cloud-based solutions. The European Library is well-positioned to take a lead role in developing this capability for Europe's libraries and is entering into partnership with Europeana in a new project, Europeana Cloud.

If Europeana succeeds in winning core funding under the Connecting Europe Facility, the aim will be to sustain a cloud-based infrastructure for the storage of metadata and content from all the domains, including libraries.

[1] http://www.ehea.info

[2] http://ec.europa.eu/research/era/index_en.htm

[3] http://erc.europa.eu

[4] http://www.heranet.info

[5] http://www.esf.org

[6] http://ec.europa.eu/digital-agenda

[7] http://ec.europa.eu/research/science-society/index.cfm?fuseaction=public.topic&id=1294&lang=1

[8] http://europa.eu/rapid/press-release_IP-12-790_en.htm [Accessed 6/11/2012]

[9] http://www.leru.org/files/publications/LERU_AP8_Open_Access.pdf [Accessed 6/11/2012]

[10] Bavarian State Library, Ghent University, Oxford University, Complutense University of Madrid

[11] http://ec.europa.eu/research/horizon2020/index_en.cfm?pg=home [Accessed 6/11/2012]

[12] http://www.oclc.org/webscale/overview.htm

The Market
Analysis of the people and organisations we serve.

Researchers

How many researchers and what do they need?

The potential market of researchers and higher education students for libraries to reach is very large indeed.

The total number of undergraduate and postgraduates studying in institutions based in the European Union was nearly 20 million in 2010[1].

Of these, over 12% were from the humanities and a further 34% from the social sciences (i.e. almost half of all graduates). In the European Union alone, there are almost a million researchers in the higher education sector and over 200,000 working in government[2].

However, we aim to reach not only our 'home market' – Europe – but also researchers and graduates worldwide. In 2010, almost three million social scientists and over 700,000 arts and humanities students from OECD countries graduated from higher education degree or advanced research programmes[3].

The Digital World Fosters Completely New Types Of Scholarship And Research

The digital revolution has transformed the way that users want to access resources. Libraries are one node of provision in an extensive network of resources, mainly digital, which researchers and learners want to use.

There are a number published studies on the behaviours and needs of researchers in the humanities and social sciences, undertaken by bodies such as the British Library, Research Information Network, JISC and OCLC. For example, the so-called Google Generation[4] report, *Information Behaviour of the Researcher of Tomorrow*, calls for libraries to respond urgently to the changing needs of researchers and other users and to understand the new means of searching and navigating information.

Data-driven research, as opposed to hypothesis-driven enquiry, will have a profound affect on how researchers work, how they collect, store and share their data.

Libraries can sit at the heart of this change.

The proliferation of scholarly content on the web — whether it be journal articles, digitised content or datasets — demands that each and every scholar is provided with the relevant tools to locate the content that is relevant for their scholarly practices. Libraries have an important role to play in ensuring that the correct, citable data is made available.

A major report into information practices in the humanities by the Research Information Network[5] highlights the need to link to data housed in different archives and libraries by means of user-friendly tools and methods. It comments:

Barriers to the adoption and take up of new technologies and services include ... lack of standardisation and inconsistencies in quality and functionality across different resources. These make for delays in research, repetitive searching, and limitations on researchers' ability to draw connections and relationships between different resources.

Libraries must therefore make it easier for scholars to find the trusted source for content that is relevant to their subject fields, whether that be research data sets, bibliographic metadata, scholarly monographs, theses, open-access journals or digitised collections.

By enriching the metadata when it is aggregated and making it interoperable across disciplines and domains, libraries can provide unique subject-based views on this rich material.

Within the Europeana Libraries project, we have collected the views from national and research librarians on what researchers need. The brand strategy report, for example, lists the following requirements:

- Easy access to a wide range of quality library content via a single portal, plus links to resources from other websites;
- An interactive and collaborative space to support interdisciplinary research and discussion;
- The ability to download metadata for data mining;
- Tools and services for researchers, such as advanced searching, citation export and content alerts;

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- Access to content from research networks via API feeds, search engines and resource discovery services.

The findings from this report were employed in the design and launch of the new portal in June 2012. They were also used in the crafting of the End-User Communications Plan[6].

This work is essential. It will continue to be developed in the new project to establish Europeana Research. This project will involve close collaboration with stakeholders such as DARIAH and CESSDA. An advisory group of experts from the digital humanities and e-social sciences will also be established.

National & Research Libraries

What services do libraries want?

The European Library network currently serves 48 national libraries in Europe. We now plan to reach out to hundreds of research libraries, building on our achievements with the pilot group of 19 libraries from 12 countries in the Europeana Libraries project.

The Europeana Libraries project has enabled us to gather a considerable set of evidence that shows what national and research libraries want from The European Library service. We found a high degree of consensus between professional librarians across Europe.

The brand strategy report[7] lists the following needs:

- Increased opportunities for discovery of libraries' content;
- Enhanced profile and visibility for the libraries and their collections;
- Knowledge sharing and cooperation;
- Efficiency gains and economies of scale through shared technical services and infrastructure.

At a Europeana Libraries workshop[8], research libraries listed the most valued propositions from The European Library service:

- Access to a wide range of quality content through a broad network of libraries;
- Getting libraries' data into as many researcher channels as possible;

- Linking libraries' data with content in Europeana;
- Making it possible to re-use data and content;
- Getting the researcher as close as possible to the actual object (through document delivery, linking to the digitised object, etc).

And for national libraries:

- Knowledge sharing between libraries;
- A single point of access to content;
- Insight into user knowledge and behaviours;
- Placing content in users' workflows;
- Joint promotion of collections;
- Cost reduction through shared services.

The European Library already provides many of these services but the above gives us solid evidence of where we need to focus our service development from 2013 to 2015.

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[1] http://epp.eurostat.ec.europa.eu/statistics_explained/index.php?title=File:Students_in_tertiary_education,_2010_(1).png&filetimestamp=20121001110122 [Accessed 6/11/2012]
[2] http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Researchers_in_the_European_countries
[3] http://stats.oecd.org/Index.aspx?DatasetCode=RGRADSTY# [Accessed 6/11/2012]
[4] Rowlands, Ian, et al. "The Google generation: the information behaviour of the researcher of the future." Aslib Proceedings. Vol. 60. No. 4. Emerald Group Publishing Limited, 2008. Available at: http://late-dpedago.urv.cat/site_media/papers/425.pdf [Accessed 6/11/2012]
[5] Reinventing research? Information practices in the humanities. London: Research Information Network, April 2011. Available at: http://www.rin.ac.uk/our-work/using-and-accessing-information-resources/information-use-case-studies-humanities
[6] Deliverable 6.4
[7] Deliverable 6.1, ibid
[8] http://www.theeuropeanlibrary.org/confluence/pages/worddav/preview.action?fileName=Value+Propositions-finalreport.pdf&pageId=8880498

Our Vision For The Future

A new beginning from 2013 – an extended partnership for Europe's libraries and a strategic alliance with Europeana, in support of the Horizon 2020 vision.

In 2013, The European Library will enter a completely new phase in its history. National and research libraries will come together in a powerful and lasting partnership to bring our collections to a worldwide audience.

In a new governance structure, LIBER and CERL will take an active role on The European Library Management Committee, cementing the partnership with CENL. At the same time, our relationship with Europeana as the aggregator for libraries and an essential element in the Europeana ecosystem is confirmed, thanks to the Europeana Libraries project.

We will focus on libraries within an expanded service that incorporates both national and research libraries. We will also partner with Europeana to deliver Europeana Research, a new end-user platform for academic communities within the humanities and social sciences. The European Library will be retained, developed and promoted as a core collection within the new research platform.

This strategy is supported by funding from two new projects, Europeana Cloud and Europeana Creative. They are three-year projects and will run for the duration of this planning period, from 2013 to 2015.

We aim to position libraries to play a pivotal role in Europe's research agenda, an area where the European Commission is making significant financial investment. Horizon 2020, the growth strategy of the European Commission, highlights higher education as key to fostering innovation, employment and long-term economic prospects. These policy developments present exciting opportunities for national and research libraries to work with Europeana to develop a research platform to support innovation and growth.

Strategic Priorities 2013-2015

The following pages outline the vision and four main strategic priorities of The European Library over the coming years.

Strategic Priority 1

Ensure the sustainability of The European Library

Offering libraries a high-quality, robust and reliable set of services and a measureable return on investment.

Objectives

We will:

- Develop the library services required by the members of The European Library;
- Establish an extended membership base of both national and research libraries that significantly reduces the cost for libraries;
- Move to a shared, cloud-based technical infrastructure that offers economies of scale for all Europeana providers, including libraries;
- Innovate through new projects that support our strategic aims and involve the libraries in our network;
- Focus on the special needs of non-EU/EFTA libraries, through the agreed programme of support;
- Produce an annual set of key performance indicators, measuring performance and demonstrating the value of the service;
- Support efforts to gain CEF funding and ensure libraries benefit from the results.

Outcomes

- A set of tools and services useful to members of The European Library;
- A broad-based membership network of both national and research libraries, providing a set of services that are cost-effective and add value;
- A scaled, cost-efficient cloud infrastructure that saves libraries time and money;
- New funded projects that support our strategic aims and innovate the service and extend our content;
- Solid evidence of our value to libraries and to researchers.

Section 2
Strategic Priority 2

Establish high-value collections and services to our users

Moulding our content development strategy and services around our understanding of the research communities we serve.

Objectives

We will:

- Build the largest possible dataset from Europe's national and research libraries, including repositories of open-access articles and monographs, research datasets and digitised special collections, in addition to bibliographic records;
- Continue to develop relationships with key content providers in the open access movement, such as BASE, OpenAIRE, DOAJ, DART-Europe, OAPEN and e-Books on Demand;
- Continue to expand the content of The European Library as a major set of collections within the new Europeana Research platform. Its continued growth will be supported by the Europeana Cloud project, which will aggregate 2.4 million new metadata records and five million digital items;

- Develop and publish a content strategy for The European Library, as part of a new content strategy for the Europeana Research service. This includes choosing the material that is available from the other domains via Europeana;
- Develop new functionalities, tools and services that allow researchers to analyse and manipulate data and content.

Outcomes

- The largest possible set of European scholarly content and data from Europe's libraries, museums, archives and audio visual collections with which to support the researcher;
- A suite of tools and services by which the researcher can interact with the data and content.

Section 2
Strategic Priority 3

Embed our services in research and learning communities

Playing a major role in the development of European research infrastructures, including content, tools and services. Our work is based on gaining a deep understanding of research practices and information needs of our target communities.

Objectives

We will:

- Establish the new Europeana Research platform, in partnership with Europeana and other stakeholders. Using the existing The European Library portal as a base, this will offer content from libraries and other domains such as archives and museums to research communities. We will also offer a set of tools and functionalities to support researchers' needs;
- Work closely with the other stakeholders to deepen our understanding of digital research practices and how these can be supported by libraries;
- Distribute a set of libraries' metadata under a Creative Commons licence, enabling researchers to mine the data to support their work, form new virtual collections for analysis and provide raw material for exciting new research tools;

- Further develop and implement our marketing and communications plans to reach the researcher, working closely with our libraries network;
- Develop and evolve a suite of APIs for libraries and developers that allows the creative use of The European Library dataset;
- Expose our aggregated metadata for recognition by search engines and other relevant discovery sources.

Outcomes

- A new service, Europeana Research, that provides an integrated platform to support research communities in Europe and beyond;
- A service that can populate Europe's research environments with extensive and relevant content from libraries;
- A set of metadata from Europe's national and research libraries that is linked and open;

- An effective marketing plan, based on a thorough understanding of research community needs. This will result in a year-on-year increase of dedicated users from within the target user community;
- New opportunities for researchers and developers to access and and analyse The European Library dataset via the family of APIs.

Section 2
Strategic Priority 4

Develop strategic partnerships

Reaching out to organisations where collaboration will further our strategic aims.

Objectives

We will:

- Focus our energies on building a strong relationship with research infrastructure providers in Europe, particularly DARIAH and CLARIN;
- Through Europeana, work with the other domains (archives, galleries, museums etc), with the aim of launching the cross-domain Europeana Research service;
- Design a new governance structure for Europeana Research;
- Continue to strengthen the partnership between CENL, LIBER, CERL and the Europeana Foundation by working together towards the creation of the Europeana Research platform;

- Build close contacts with other stakeholders in the European Research Area (ERA), including the European Research Council, European Science Foundation and Humanities in the European Research Area (HERA);
- Develop a new project proposal with other stakeholders in the European research agenda to support the Europeana Research platform beyond 2015;
- Work with commercial partners to ensure that our data is exposed in researcher workflows.

Outcomes

- A new Europeana Research service that is cross-domain but in which libraries will play a key role;
- Increased visibility of libraries' content within key European infrastructures for research;
- Long-term partnerships with stakeholders in the European research agenda, leading to joint projects to enhance infrastructure and services to researchers.

Business Plan 2013-2015

This section of the business plan outlines the products and services we will create. It also addresses the marketing, financing, organisation and known risks associated with these products and services.

Products and services

Two products are envisaged: Europeana Research and The European Library service. Each will be subject to more detailed, annual plans.

I. Europeana Research

At the beginning of 2013, The European Library will form a strategic partnership with Europeana[1]. Through this partnership we will establish a new joint venture, Europeana Research.

This service will provide Europe's research communities with content, tools and services through an integrated, cross-domain platform, in which libraries play a key role. Highlights of the contribution by national and research libraries to the new Europeana Research service include:

- Digital material from national, research and university libraries across Europe;
- An extremely large bibliographic dataset;
- Searchable full-text collections.

In addition, the Europeana Research service will make use of facilities already developed by The European Library, for example:

- Classification around academic disciplines, based on CERIF subject headings;
- Showcasing thematically-linked content from libraries across Europe and designed with functionalities useful to researchers;
- Timelines showing the occurrence of a particular search term through the centuries;
- Improved access to metadata, including the raw metadata of individual items;
- A range of standardised download formats, enabling the direct export of records to popular reference management services such as Mendeley and Zotero;
- Automatically updated results against stored search queries, as new records and collections are added to the portal.

Enriching Our Data For Discovery

In January 2013, The European Library will create a node of Linked Open Data from the 200 million records it currently holds. This huge database of authoritative reference material will be placed so that other research datasets and open

digital items can create new links and connections, linking to enriched data and improved discovery of the material we hold in our libraries.

Europeana Research Will Provide Clear Benefits To Europe's National And Research Libraries

- A shared digital space for all Europeana partners and services, based on cloud technology and resulting in in a cheaper, more sustainable technical infrastructure for all, including The European Library;
- A new cross-domain platform, Europeana Research, which will support the needs of researchers in the humanities and social sciences and in which The European Library will remain a core collection within the new service;
- Consolidation of the partnership already established by The European Library with DARIAH in the humanities and a new partnership with CESSDA[2];
- Aggregation of scholarly content from a new group of research libraries that will join The European Library;
- A leading role in the project, in partnership with Europeana;
- It will also give additional benefits to other Europeana providers in reaching the research communities with their content.

Europeana Creative: An Opportunity For Libraries To Play An Active Role In The Creative Economy

The project Europeana Creative will establish 'open laboratories' which support the re-use of content from Europeana to launch innovative new products into the marketplace.

It is led by the National Library of Austria and involves other national libraries, such as the British Library.

Libraries such as the British Library are already taking an active role in the establishment of 'creative hubs' that link universities, cultural institutions and the commercial sector

in support of innovation and the creative economy.

It is therefore appropriate that The European Library should be keen to develop knowledge and expertise in this exciting new area.

2. The European Library Service

We will serve the national and research libraries of Europe, defined by what they have told us they need.

1. Widened access to libraries' resources: As a single gateway to both digital collections and bibliographic data, we will offer a unique dataset of Europe's libraries.

The service has over 10 million digital objects, up to 200 million bibliographic records and 25 million pages of full text. This is an enormous free resource set for any library to deliver to its users. A set of metadata records will be made available with a CC0 Universal Public Domain licence, enabling the data to be re-used through our API, OAI-PMH servers and Linked Open Data set.

These services are continuously improved and marketed to guarantee the widest possible exposure for the content of participating libraries.

2. Participating in new projects for research and development: The European Library will continue to form research and development partnerships with member libraries, submitting funding proposals for innovative projects.

3. Networking and knowledge sharing: As a joint network of libraries, we are at the cutting edge of research and development in digital libraries. We already have special areas of competence including data enrichment, clustering techniques, full-text indexing and Linked Open Data. From 2013, we will build critical competencies in cloud computing.

Libraries want to know how to reach their user communities. We have established links with organisations offering particular expertise in this area. Through the Europeana Research project, our understanding of research communities will deepen. We will share that knowledge with libraries.

We will provide our members with a forum for networking, experience-sharing and mutual support on metadata, technology, marketing and editorship issues. Our working groups will meet regularly. Because liaison with partner libraries is important to us, we will have an open channel of communication between the Office and our members.

4. Cost-effective aggregation: We will continue to offer a powerful, low-cost aggregation infrastructure that saves libraries significant time and money. We will provide a complete service, preparing libraries' data for distribution into multiple channels, including Europeana, commercial providers and search engines.

We will offer a full suite of data-management, indexing and clustering services, taking away the burden from individual libraries having to do it themselves

Through the Europeana Cloud project, we will work with Europeana to build a cheaper and more sustainable technical infrastructure, capable of storing both metadata and some content. This infrastructure will be made available to all partners within the Europeana network.

5. Data enrichment: Aggregated data will be aligned across libraries, linking similar records across libraries and driving a de-duplication service. Aggregated data will also be enriched for enhanced discovery, using external vocabularies, such as VIAF, GeoNames and MACS.

We handle the complexity of mapping data to formats required by partner aggregators, for instance to EDM (European Data Model) for inclusion in Europeana. We enrich the data harvested from our member libraries by creating a significant number of internal links within the records. The resulting meshed data leads to search-engine optimisation and improved visibility of collections.

All data is made available to libraries for re-use, including for copy cataloguing.

We are at the cutting-edge of research and development in digital libraries. Our core competences include clustering techniques, full-text indexing and Linked Open Data. Data is enriched according to a variety of vocabularies and authority files, thereby connecting person names, places and research subjects.

Our working groups are a platform for library professionals to further our collective knowledge of technology and interoperability.

Section 3

6. Promotion Of Libraries: The European Library will undertake promotion and marketing activities on behalf of libraries, showcasing member libraries and their collections. The aim is to increase the visibility of individual libraries and the collections they hold by bringing them onto a worldwide stage.

The promotion of the work of a library as a resource and its association with its parent university will be embedded in the plans. We have sophisticated marketing and communications plans in place to reach both librarians and their end-user communities.

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[1] A joint venture contract will be in place by the start of the Europeana Cloud project
[2] Council of European Social Science Data Archives, http://www.cessda.org

Operations

The day-to-day work of The European Library will include:

- General management;
- Maintenance and basic development of the back end and front end of the service;
- Data management, metadata ingestion and data distribution;
- Marketing of the service, editorial work and public relations;
- Relationship management with libraries.

The European Library will also be active in six projects to support its innovation. These include two new projects: Europeana Cloud and Europeana Creative.

A leading role for The European Library in the Europeana Cloud project

Staff of The European Library and Europeana will work closely together on the Europeana Cloud project, each playing to their respective strengths.

The European Library will focus on services to libraries and the needs of research communities.

Europeana will develop the partnership with other domains, together with the creation of an overarching legal framework and business model for the future operation of a shared, cloud-based infrastructure.

The European Library team will therefore perform a key role in:

- Project-managing the Europeana Cloud project;
- Forming a content development strategy for scholarly material;
- Aggregating content;
- Gathering technical requirements, helping to develop the cloud infrastructure and its supporting services and migrating data into the cloud;
- Exploring metadata issues, including enrichment;
- Planning and building the Europeana Research platform;

- Marketing to libraries and their end-user communities;
- Distributing content, tools and services to research communities.

...In close partnership with Europeana

Europeana will take the lead in:

- Creating the strategic requirements for a cloud-based infrastructure, including a framework for its future sustainability, licensing and governance;
- Developing the Europeana Licensing Framework to create standard licences for richer datasets;
- Advocating the benefits of a cloud-based infrastructure across the whole of the Europeana network;
- Developing and hosting the cloud-based infrastructure.

Europeana Creative

The European Library will be involved in the strategic work of this project, particularly the role of universities and libraries in nurturing creative hubs.

Section 3

Marketing The Service

The end-user service was launched as The European Library in June 2012. With the new joint venture to establish Europeana Research, the respective brands will be carefully managed.

The European Library will be retained as the name for the service to libraries, and also for the joint collection and catalogue of the national and research libraries of Europe, which will be a major feature of the new Europeana Research platform.

The re-branding of the end-user service will be guided by the same marketing consultant as was responsible for the brand strategy report. We propose that the re-branding take place as soon as possible, with proper planning and retaining the look-and-feel and functionalities of the current portal.

Marketing Planning

The European Library already has solid marketing plans in place for both the end-user service and the service to libraries. These were completed as part of the Europeana Libraries project. These plans will be carried forward, with the stakeholder plan continuing to support the marketing of the service to libraries. The end-user communications plan will be updated to support the re-branding process as Europeana Cloud. Under Europeana Cloud, an advisory board for the humanities and social sciences community will be appointed to help to define user requirements for the new platform.

Placing Our Data In The Researchers' Workflow

To capture the attention of researchers we will need to be operating in their workflow. We will promote the use of an API feed. This will add value to research-focused websites and resource-discovery services by allowing them to display our vast range of high-quality content from national and research libraries. The target audience for the APIs is key decision makers in research networks and initiatives, resource-discovery services, and libraries worldwide. We aim to maximise the number of organisations and websites taking API feeds, as set out in our detailed marketing plans.

Section 4

Finance, Governance and Performance

Current Business Model

The European Library's current business model includes income from two main sources:

- Membership fees from libraries, which pay for core operations and matching funding on projects;
- External project funding, mostly from the European Commission.

Income from membership fees is fixed. Project funding is variable.

Operating Income

Operating income covers the day-to-day operations of The European Library such as:

- General management;
- Technical work, including maintenance of the back-end and front-ends of the service;
- Data management and content ingestion;
- Marketing of the service, editorial work and public relations;
- Relationships with member libraries.

The European Library's core funding comes from its member libraries, with a sliding scale of fees based on the principle of ability to pay. Annual fees currently range from €500 to €50,000 and are paid by each of the 48 participating national libraries. Total income from national libraries is €672,500, if all libraries pay their fees. In 2012, this constitutes 31% of our overall income. The remainder comes from external project funding.

Membership fees for The European Library are calculated on the basis of six criteria. Five of these relate to economic indicators and one is based on the size of the library (number of staff).

From 2013, the aim is to widen the membership base to research libraries, thereby reducing the cost of membership over time. Research libraries will also pay according to a

sliding scale, based on the same underlying fee structure. As more libraries join, the annual fee will fall. Research library fees will range between €500 and €5,000 per year. Discounted fees for libraries consortia will also be available.

National libraries should see a steady reduction in the fees they are currently paying. The lower fee band would remain at €500 but the upper limit would drop from €50,000 in 2012 to €25,000 by 2015. By the end of 2015, 40% of income should be from research libraries. This is line with the governance model where, from January 2013, research libraries will make up 40% representation on The European Library Management Committee.

This business model is dependent on the willingness of sufficient numbers of research libraries to join The European Library.

Project Funding

Project funding is dependent on our success at winning project bids. Such funding determines the ability of The European Library to innovate and develop new services. All projects are approved by The European Library Management Committee and must support our strategic aims. Our current group of projects enhance our capabilities in:

- The aggregation and management of libraries' metadata and indexing of content;
- The searching and mining of libraries' metadata and full-text materials;
- The development of an effective content strategy across Europe's libraries;
- The discovery and exploitation of library resources and services by end users, specifically, research communities;
- Marketing and promotion of services to libraries and end-user communities.

Through projects, we are able to build a European network of best practice, with new knowledge and experience shared with all libraries across The European Library partnership. Project income is variable. In 2010, it dropped to 8% of total funding; in 2012, it now stands at 69%.

Section 4

The European Library is running six projects in 2012. Each of these contributes directly to the development of The European Library and benefits national libraries.

In 2013, The European Library will participate in two new projects, in partnership with Europeana. These are Europeana Cloud and Europeana Creative.

New Fee Structure From 2013

National libraries fee model: The European Library is supported by annual membership fees (ranging from €500 to €50,000 spread across 11 bands) from each of the 48 participating national libraries. The fee formula is calculated on the basis of six criteria. Five of these relate to economic indicators and one is based on library resources, each of them weighted.

- Gross national income per capita $ (average for the period) (15%);
- Purchasing power parity $, a figure similar to GNP but factoring in the cost of living (50%);
- Gross national income $ (average for the period) (10%);
- Gross domestic product $ (10%);
- Population of the country (5%);
- Staff (full-time equivalents) of the library (10%).

Research libraries fee model: The annual fees for research libraries will range from €500 to €5,000, spread across 11 bands (the same number of bands that national libraries currently use). This means that a single model of banding will be applied to both national and research libraries but with different pricing. Over time, the differences in pricing between the national and research libraries should narrow.

Simulations showing three scenarios of the effects of increasing research library membership income and the corresponding reductions in existing membership costs for national libraries are given in the appendices. These simulations relate to the income necessary to cover core operational costs, together with matching funding on projects.

Consortial Membership

We believe that consortial membership offers a more effective means of bringing in research libraries. The proposed new research library fee model allows The European Library to offer both individual membership and consortial membership. Libraries joining The European Library via a consortium would benefit from a discount on their annual membership fee.

We can identify two types of consortia:

- 'Aggregation' Consortia;
- Purchasing Consortia.

'Aggregation' Consortia

The basis for this type of consortial membership is the delivery of a single dataset in one format. This allows us to offer a substantial discount, as the time to ingest one big dataset from a consortium would not take substantially more time and effort than to ingest one individual collection from an individual partner. Each library will be profiled on the portal, with a link to its Wikipedia entry.

Discount is determined by the number of libraries joining via the consortium.

- 3-25 libraries: 50%
- 26-50 libraries: 55%
- 51-75 libraries: 60%
- 76-100 libraries: 65%
- >100 libraries: 75%

As an example, a consortium of 30 libraries in Germany might consist of:

- 10 small libraries- band €3,000 = €30,000
- 10 medium libraries- band €4,000 = €40,000
- 10 large libraries- band €5,000= €50,000

If each library paid individually, this would give a total membership fee of €120,000. Because there are 30 libraries joining as a consortia, the discount would be 55% for a total membership fee of €54,000.

Purchasing Consortia

Where consortia are not in a position to provide one dataset the proposed discount is much lower, as the amount of work required is considerably more. The consortia discount level is determined by the number of libraries joining via the consortium.

- 3-10 libraries: 5% discount
- 11-15 libraries: 8% discount
- 16-25 libraries: 10% discount
- >25 libraries: 15% discount

Section 4

If we apply the above model to a medium-sized research library in Switzerland joining via a Swiss consortium of 11 libraries, this library would be entitled to an 8% discount.

Sponsorship

In more robust economic times, a service like The European Library should be able to attract significant sponsorship support. The European Library team will do its utmost to secure such support but we consider it imprudent in the current economic climate to include sponsorship as an essential element. In our total income scenario, we restrict ourselves therefore to a nominal sum of €20,000.

Section 4

Budget
The European Library Budget 2012 - 2015

The European Library
Connecting knowledge

The European Library budget 2012 - 2015

	2012			2013			2014			2015		
	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET
Contribution from national and research libraries												
* TEL Income from national libraries	498,700		498,700	363,900	-	363,900	277,300		277,300	277,300		277,300
* TEL Income from research libraries			-	150,000	-	150,000	269,000		269,000	280,000		280,000
* TEL Income from CENL for matching funds		173,800	173,800		118,600	118,600		126,200	126,200		133,200	133,200
* **Total contribution national and research libraries**	**498,700**	**173,800**	**672,500**	**513,900**	**118,600**	**632,500**	**546,300**	**126,200**	**672,500**	**557,300**	**133,200**	**690,500**
Other contributions												
* Subsidy European Commission		695,200	695,200	-	474,700	474,700	-	504,900	504,900		532,600	532,600
* Other Income (Europeana and NWO)		35,275	35,275	89,200	35,250	124,450	89,200		89,200	89,200		89,200
Total	**498,700**	**904,275**	**1,402,975**	**603,100**	**628,550**	**1,231,650**	**635,500**	**631,100**	**1,266,600**	**646,500**	**665,800**	**1,312,300**
	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET	Budget TEL operations	Budget TEL projects	TOTAL BUDGET
Personnel	367,200	803,365	1,170,565	482,600	553,200	1,035,800	512,200	535,500	1,047,700	520,500	559,500	1,080,000
Subcontracting	3,500	32,535	36,035	3,500	16,500	20,000	3,800	21,500	25,300	4,000	19,000	23,000
IT Costs	36,000	25,000	61,000	41,000	-	41,000	43,500	-	43,500	46,000	-	46,000
Marketing & Communications	7,000	10,250	17,250	7,000	35,500	42,500	7,000	44,000	51,000	7,000	52,750	59,750
Travel costs	20,000	33,125	53,125	10,000	23,350	33,350	10,000	30,100	40,100	10,000	34,550	44,550
Other costs	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000	5,000	-	5,000
Overhead to the KB (work spaces and IT)	10,000	-	10,000	29,000	-	29,000	29,000	-	29,000	29,000	-	29,000
Overhead to Europeana (Finance, HR, office)	-	-	-	25,000	-	25,000	25,000	-	25,000	25,000	-	25,000
Overhead to KB on projects	50,000	-	50,000									
Total	**498,700**	**904,275**	**1,402,975**	**603,100**	**628,550**	**1,231,650**	**635,500**	**631,100**	**1,266,600**	**646,500**	**665,800**	**1,312,300**

Section 4

The European Library Budget 2013

	The European Library budget 2013 including projects									
	2012	**2013**								
Start date project: End date project:		April '11 March '13	January '12 December '15	January '12 December '14	January '12 December '13	January '13 December '15	January '13 June '15		
	Budget TEL operations	Budget TEL operations	Budget Arrow +	Budget Cendari	Budget Newspaper Online	Budget Diggi Core	Budget Europeana Cloud	Budget Europeana Creative	TOTAL	in %
Contribution from national and research libraries										1)
* TEL Income from national libraries	672,500	363,900							363,900	30%
* TEL income from research libraries		150,000							150,000	12%
* TEL income from CENL for matching funds	-	-	13,400	9,600	32,500	-	53,400	9,700	118,600	10%
* **Total contribution national and research libraries**	**672,500**	**513,900**	**13,400**	**9,600**	**32,500**	**-**	**53,400**	**9,700**	**632,500**	**51%**
Other contributions										
* Subsidy European Commission	-	-	53,800	38,400	130,000	-	213,600	38,900	474,700	39%
* Other Income (Europeana and NWO)	-	89,200	-	-	-	35,250	-	-	124,450	10%
Total	**672,500**	**603,100**	**67,200**	**48,000**	**162,500**	**35,250**	**267,000**	**48,600**	**1,231,650**	**100%**
	Budget TEL operations	Budget TEL operations	Budget Arrow +	Budget Cendari	Budget Newspaper Online	Budget Diggi Core	Budget Europeana Cloud	Budget Europeana Creative	TOTAL	in %
Personnel										
* Personnel staff costs	367,200	482,600	63,200	39,500	154,500	34,500	225,500	36,000	**1,035,800**	**84.1%** 2)
Subcontracting										
* Consultancy	-	-	-	-	3,500	-	5,000	8,000	**16,500**	**1.3%**
* Marketing	-	-	-	-	-	-	-	-	**-**	**0.0%**
* Legal	-	-	-	-	-	-	-	-	**-**	**0.0%**
* Business models	-	-	-	-	-	-	-	-	**-**	**0.0%**
* Financial audit	3,500	3,500	-	-	-	-	-	-	**3,500**	**0.3%**
IT Costs										
* Software / Licenses	2,500	2,500	-	-	-	-	-	-	**2,500**	**0.2%**
* Hardware	3,000	3,000	-	-	-	-	-	-	**3,000**	**0.2%**
* Hosting / SLA	30,000	35,000	-	-	-	-	-	-	**35,000**	**2.8%** 3)
* Domain name registration	500	500	-	-	-	-	-	-	**500**	**0.0%**
Marketing & Communications										
* Meetings	4,000	4,000	1,500	-	-	-	31,500	2,500	**39,500**	**3.2%**
* Promotion & Dissemination	3,000	3,000	-	-	-	-	-	-	**3,000**	**0.2%**
* Design and branding	-	-	-	-	-	-	-	-	**-**	
Travel costs	20,000	10,000	2,500	8,500	4,500	750	5,000	2,100	**33,350**	**2.7%** 4)
Other costs										
* Staff training	5,000	5,000	-	-	-	-	-	-	**5,000**	**0.4%**
Overhead to the KB (work spaces and IT)	10,000	29,000	-	-	-	-	-	-	**29,000**	**2.4%** 5)
Matching funds for TEL- Projects										6)
* ARROW plus	46,000	-	-	-	-	-	-	-		
* Europeana Libraries	89,000	-	-	-	-	-	-	-		
* Cendari	9,600	-	-	-	-	-	-	-		
* Newspaper Online	29,200	-	-	-	-	-	-	-		
Overhead payable to KB on TEL - Projects										
* ARROW plus	17,000	-	-	-	-	-	-	-	**-**	**0.0%**
* Europeana Libraries	33,000	-	-	-	-	-	-	-	**-**	**0.0%**
* Cendari	-	-	-	-	-	-	-	-	**-**	
* Newspaper Online	-	-	-	-	-	-	-	-	**-**	
Overhead to Europeana (Finance, HR, office)	-	25,000	-	-	-	-	-	-	**25,000**	**2.0%** 7)
Total	**672,500**	**603,100**	**67,200**	**48,000**	**162,500**	**35,250**	**267,000**	**48,600**	**1,231,650**	**100%**
Result	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	

Comments: The total budget for The European Library inclusive of projects is € 1.231.650; compared to 2012, a decrease of 12.2% (€ 171,325). This decrease is because of fewer available project funds. New projects coming up are Europeana Cloud and Europeana Creative. Figures for Europeana Cloud and Europeana Creative are based on a first split between Europeana and The European Library. The costs for matching funds are taken out of the budget and are only mentioned as income for matching funds.

1) Contribution CENL 2013: For 2013, the total contribution from CENL is reduced by €40,000 to €632,500 and is split up between national and research libraries. The target for income towards this total is €150,000 from research libraries. If the target is not reached the shortfall will need to be met by national libraries.
2) Personnel staff: The total personnel staff budget is based on a staff of 12.75 FTE (including one employee for 3 months). For 2013 47% of the total personnel staff costs are met by the operating budget and 53% from projects.
3) Hosting / SLA: Increase of yearly costs because of upgrade in 2012.
4) Travel costs: Decrease budget travel because of available travel budget in projects.
5) Overhead KB: Based on 6 work spaces and IT costs. Yearly cost per person is € 4,000 (excl. 21% VAT).
6) Matching funds: Matching funds are to cover the 20% of the total costs for EU projects. For 2013, the matching funds are named as income and not as costs. The numbers on personnel staff for the projects Europeana Cloud and Europeana Creative are slightly reduced, based on the outcome of the negotiation with the European Commission.
7) Overhead Europeana: Calculation for covering costs of Europeana for supporting The European Library on Finance / HR and other support services.

Section 4

The European Library Budget 2014

The European Library budget 2014 including projects

	2013	2014							
Start date project: End date project:			January '12 December '15	January '12 December '14	January '13 December '15	January '13 June '15	January '14		
	Budget TEL operations	Budget TEL operations	Budget Cendari	Budget Newspaper Online	Budget Europeana Cloud	Budget Europeana Creative	Budget New projects	TOTAL	in %
Contribution from national and research libraries										1)
* TEL Income from national libraries	363,900	277,300	-	-	-	-	-	277,300	22%
* TEL Income from research libraries	150,000	269,000	-	-	-	-	-	269,000	21%
* TEL Income from CENL for matching funds	-	-	9,600	32,500	53,400	9,700	21,000	126,200	10%
*** Total contribution national and research libraries**	**513,900**	**546,300**	**9,600**	**32,500**	**53,400**	**9,700**	**21,000**	**672,500**	**53%**
Other contributions								-	
* Subsidy European Commission	-	-	38,400	130,000	213,600	38,900	84,000	**504,900**	**40%**
* Europeana Foundation	89,200	89,200	-	-	-	-		**89,200**	**7%**
Total	**603,100**	**635,500**	**48,000**	**162,500**	**267,000**	**48,600**	**105,000**	**1,266,600**	**100%**
	Budget TEL operations	Budget TEL operations	Budget Cendari	Budget Newspaper Online	Budget Europeana Cloud	Budget Europeana Creative	Budget New projects	TOTAL	in %
Personnel									
* Personnel staff costs	482,600	512,200	39,500	154,500	225,500	36,000	80,000	**1,047,700**	**82.7%**	2)
Subcontracting									
* Consultancy	-	-	-	3,500	5,000	8,000	5,000	**21,500**	**1.7%**
* Marketing	-	-	-	-	-	-		**-**	**0.0%**
* Legal	-	-	-	-	-	-		**-**	**0.0%**
* Business models	-	-	-	-	-	-		**-**	**0.0%**
* Financial audit	3,500	3,800	-	-	-	-		**3,800**	**0.3%**
IT Costs									
* Software / Licenses	2,500	2,500	-	-	-	-		**2,500**	**0.2%**
* Hardware	3,000	3,000	-	-	-	-		**3,000**	**0.2%**
* Hosting / SLA	35,000	37,500	-	-	-	-		**37,500**	**3.0%**	3)
* Domain name registration	500	500	-	-	-	-		**500**	**0.0%**
Marketing & Communications									
* Meetings	4,000	4,000	-	-	31,500	2,500	10,000	**48,000**	**3.8%**
* Promotion & Dissemination	3,000	3,000	-	-	-	-		**3,000**	**0.2%**
* Design and branding	-	-	-	-	-	-		**-**	
Travel costs	10,000	10,000	8,500	4,500	5,000	2,100	10,000	**40,100**	**3.2%**
Other costs									
* Staff training	5,000	5,000	-	-	-	-		**5,000**	**0.4%**
Overhead to the KB (work spaces and IT)	29,000	29,000	-	-	-	-		**29,000**	**2.3%**	4)
Overhead to Europeana (Finance, HR, office)	25,000	25,000	-	-	-	-		**25,000**	**2.0%**	5)
Total	**603,100**	**635,500**	**48,000**	**162,500**	**267,000**	**48,600**	**105,000**	**1,266,600**	**100%**
Result	**-**	**-**	**-**	**-**	**-**	**-**		**-**	

Comments: The total budget for The European Library inclusive of projects is €1,266,600; compared to 2013, an increase of 2.8% (€34,950). This increase is because of inflation on personnel costs and hosting. For 2014, The European Library needs a new project for about €105,000 a year. If this is not possible, the total staff resource needs to be reduced by the amount of €84,000 (net of project costs minus matching funds).

1) Contribution CENL 2014: For 2014, the total contribution from CENL goes back to €672,500 and is split up between national and research libraries. The target for income towards this total is €269,000 from research libraries (40% of the total income). If the target is not reached the shortfall will need to be met by national libraries.
2) Personnel staff: The total personnel staff budget is based on a staff of 11.75 FTE. For 2014, 49% of the total personnel staff costs are met by the operating budget and 51% from projects.
3) Hosting / SLA: Increase of yearly costs.
4) Overhead KB: Based on 6 work spaces and IT costs. Yearly cost per person is € 4,000 (excl. 21% VAT).
5) Overhead Europeana: Calculation for covering costs of Europeana for supporting The European Library on Finance / HR and other support services.

Section 4

The European Library Budget 2015

The European Library budget 2015 including projects

	2014	2015							
Start date project: End date project:			January '12 December '15	January '13 December '15	January '13 June '15	January '14	January '15		
	Budget TEL operations	Budget TEL operations	Budget Cendari	Budget Europeana Cloud	Budget Europeana Creative	Budget New projects	Budget New projects	TOTAL	in %
Contribution from national and research libraries										1)
* TEL Income from national libraries	277,300	277,300	-	-	-	-	-	277,300	21%
* TEL Income from research libraries	269,000	280,000						280,000	
* TEL Income from CENL for matching funds	-	-	9,600	53,400	4,900	21,000	44,300	133,200	10%
* Total contribution national and research libraries	546,300	557,300	9,600	53,400	4,900	21,000	44,300	690,500	53%
Other contributions									
* Subsidy European Commission	-	-	38,400	213,600	19,400	84,000	177,200	532,600	41%
* Europeana Foundation	89,200	89,200	-	-	-	-	-	89,200	7%
Total	635,500	646,500	48,000	267,000	24,300	105,000	221,500	1,312,300	100%
	Budget TEL operations	Budget TEL operations	Budget Cendari	Budget Europeana Cloud	Budget Europeana Creative	Budget New projects	Budget New projects	TOTAL	in %
Personnel									
* Personnel staff costs	512,200	520,500	39,500	225,500	18,000	80,000	196,500	1,080,000	82.3%	2)
Subcontracting									
* Consultancy	-	-	-	5,000	4,000	5,000	5,000	19,000	1.4%
* Marketing	-	-	-	-	-			-	0.0%
* Legal	-	-	-	-	-			-	0.0%
* Business models	-	-	-	-	-			-	0.0%
* Financial audit	3,800	4,000	-	-	-			4,000	0.3%
IT Costs									
* Software / Licenses	2,500	2,500	-	-	-			2,500	0.2%
* Hardware	3,000	3,000	-	-	-			3,000	0.2%
* Hosting / SLA	37,500	40,000	-	-	-			40,000	3.0%	3)
* Domain name registration	500	500	-	-	-			500	0.0%
Marketing & Communications									
* Meetings	4,000	4,000	-	31,500	1,250	10,000	10,000	56,750	4.3%
* Promotion & Dissemination	3,000	3,000	-	-	-			3,000	0.2%
* Design and branding	-	-	-	-	-			-	
Travel costs	10,000	10,000	8,500	5,000	1,050	10,000	10,000	44,550	3.4%
Other costs									
* Staff training	5,000	5,000	-	-	-			5,000	0.4%
Overhead to the KB (work spaces and IT)	29,000	29,000	-	-	-			29,000	2.2%	4)
Overhead to Europeana (Finance, HR, office)	25,000	25,000	-	-	-			25,000	1.9%	5)
Total	635,500	646,500	48,000	267,000	24,300	105,000	221,500	1,312,300	100%
Result	-	-	-	-	-			-	

Comments: The total budget for The European Library inclusive of projects is €1,312,300; compared to 2014, an increase of 3.6% (€45,700). This increase is because of inflation on personnel costs and hosting. For 2015, The European Library needs a another new project for about €221,500 a year. If this is not possible, the total staff resource needs to be reduced by the amount of €177,200 (net of project costs minus matching funds).

1) Contribution CENL 2015: For 2015, the total contribution from CENL goes up to € 690,500 and is split up between national and research libraries. The target for income towards this total is € 280,000 from research libraries (40% of the total income) . If the target is not reached the shortfall will need to be met by national libraries or reductions made
2) Personnel staff: The total personnel staff budget is based on a staff of 11.75 FTE. For 2015 48% of the total personnel staff costs are met by the operating budget and 52% from projects.
3) Hosting / SLA: Increase of yearly costs.
4) Overhead KB: Based on 6 work spaces and IT costs. Yearly cost per person is € 4,000 (excl. 21% VAT).
5) Overhead Europeana: Calculation for covering costs of Europeana for supporting TEL on Finance / HR and other support services.

Governance and Organisation

The governance of The European Library has been restructured so that both national and research libraries are represented. This was confirmed through a Memorandum of Understanding signed between CENL, LIBER and CERL and was an outcome of the Europeana Libraries project

From January 2013, four of the 10 seats on the The European Library Management Committee will be taken by representatives nominated by LIBER and CERL.

The Chair and Treasurer of the Management Committee will be members of CENL, and the Vice-Chair will be a representative of LIBER.

Operational Running Of The European Library

From 1st January 2013, the operational running of The European Library will be carried out under contract by the Europeana Foundation, who will employ the personnel.

The strategic management and operational performance of The European Library is overseen by the newly-expanded Management Committee and The European Library Office reports to it.

The organisational structure to deliver the business plan will conform to this broad outline.

Performance Measurement

Since 2010, The European Library has reported against a sophisticated set of key performance indicators, based on the balanced scorecard model with four categories of measurement:

1. **Resources:** What resources and infrastructure The European Library has to provide its core services
2. **Customer focus:** The extent to which the services are used
3. **Efficiency:** The extent to which The European Library provides cost-effective services
4. **Development:** The potential of The European Library to innovate and develop its services

These measures will need to be reviewed against the new strategic plan.

Risk analysis

Identified risks centre on the feasibility of expanding the membership base and a realistic financial scenario for new members. Other management risks, such as major technical failure and staff turnover are covered by agreements with external providers.

The risks confront the possible failure of meeting our financial targets, mainly due to inadequate uptake, failure to control costs or retain existing members. A review of performance will be carried out during the course of 2013. Failure to achieve usage targets is also a risk that would have a damaging effect on take-up or retention. The risks are indicated in the table below, together with estimates of probability and impact and the required remedial action.

Risk	Probability	Impact	Action
New membership income by mid- 2013 insufficient to maintain the service	Moderate (with consortia)	High	Review plan
New members grow too slowly during first three years	Fairly high	Moderate	Intensify promotion and sales; CENL members to be asked to cover shortfall; supplement with project funding; pursue structural funding with the European Commission.
Members willing, fee too high during first three years	Fairly high	Moderate	Lower fees; CENL to be asked to cover shortfall; supplement with additional project funding.
Minimum target not reached after three years	Moderate	High	Review feasibility of service; review business plan.
Research usage too low during first three years	Moderate	Moderate	Review existing products/services; intensify sales and marketing to end-users also via members.
Research usage targets not reached in three years	Moderate	High	Review feasibility of service; review business plan.
Costs exceed income during first three years	Low	Moderate	CENL to be asked to cover costs; supplement with project funding; reduce costs; use reserves.
Costs exceed income after three years	Low	High	Review feasibility of service; review business plan.
Existing members drop out (low band)	High	Low	Prepare PR position.
Existing members drop out (high band)	Moderate	High	Prepare underwriting agreement; prepare PR position.
Exclusion of Science and Technology Research has negative impact	Moderate	Moderate	Reinforce the marketing message; change policy.
CEF funding late, reduced or not forthcoming	Low	High	Continue on the basis of project funding or produce a different funding model.

Appendix

Income scenarios

This appendix shows the preferred scenario for the development of the income stream from research libraries, which is line with The European Library budget. It is based on the following assumptions:

- The current income from national libraries only is normally €672,500. It drops to €632,500 in 2013 but returns to €672,500 the following year.
- We will work within an income expectation of at least €672,500 from the combination of national and research libraries.
- By the end of 2014, there is a target of 40% of income coming from research libraries. This accords with the governance model, where research libraries will make up 40% representation on The European Library Management Committee.
- In 2015, we have applied a two percent increase to all fees, to cover inflation.
- The lowest band of €500 for both national and research libraries is retained for the next two years.
- Research libraries are in 11 bands, ranging from €500 to a maximum of €5,000.

In accordance with the risk analysis above, where we acknowledge the possibilities of not meeting membership targets, we also have prepared scenarios which would be considered by The European Library Management Committee in that event. The new Management Committee of national and research libraries will monitor take-up and the first critical review of the membership situation will take place in June 2013.

	2013	2014	2015
Target income research libraries	€150,000	€269,000	€285,740
% of income	22%	40%	40.87%

End 2012

National Libraries

Fee	Quantity	Result
€500	4	€2,000
€1,000	8	€8,000
€1,500	0	-
€5,000	3	€15,000
€7,500	9	€67,500
€10,000	4	€40,000
€15,000	3	€45,000
€20,000	2	€40,000
€25,000	3	€75,000
€30,000	6	€180,000
€50,000	4	€200,000
Total	**46**	**€672,500**
Average fee		**€14,620**

End 2013

Research Libraries

Fee	Quantity	Result
€500	20	€10,000
€750	12	€9,000
€1,000	16	€16,000
€1,500	9	€13,500
€2,000	6	€12,000
€2,500	5	€12,500
€3,000	6	€18,000
€3,500	8	€28,000
€4,000	3	€12,000
€4,500	2	€9,000
€5,000	2	€10,000
Total	**89**	**€150,000**
Average fee		**€1,685**

National Libraries

Fee	Quantity	Result
€500	4	€2,000
€750	8	€6,000
€1,000	0	-
€3,500	3	€10,500
€5,000	9	€45,000
€7,500	4	€30,000
€10,000	3	€30,000
€15,000	2	€30,000
€20,000	3	€60,000
€25,000	6	€150,000
€40,000	4	€160,000
Total	**46**	**€523,500**
Average fee		**€11,380**

Appendix

End 2014

Research Libraries

Fee	Quantity	Result
€500	40	€20,000
€750	24	€18,000
€1,000	31	€31,000
€1,500	12	€18,000
€2,000	12	€24,000
€2,500	12	€30,500
€3,000	10	€30,000
€3,500	10	€35,000
€4,000	5	€20,000
€4,500	4	€18,000
€5,000	5	€25,000
Total	**165**	**€269,000**
Average fee		**€1,630**

National Libraries

Fee	Quantity	Result
€500	4	€2,000
€650	8	€4,800
-	0	-
€3,000	3	€9,000
€4,000	9	€36,000
€6,500	4	€26,000
€7,500	3	€22,500
€10,000	2	€20,000
€15,000	3	€45,000
€20,000	6	€120,000
€30,000	4	€120,000
Total	**46**	**€405,300**
Average fee		**€8,811**

End 2015

Research Libraries

Fee	Quantity	Result
€510	45	€22,950
€770	28	€21,560
€1,020	33	€33,660
€1,530	12	€18,360
€2,040	12	€24,480
€2,550	12	€30,600
€3,060	10	€30,600
€3,570	11	€39,270
€4,090	5	€20,400
€4,590	4	€18,360
€5,100	5	€25,500
Total	**177**	**€285,740**
Average fee		**€1,614**

National Libraries

Fee	Quantity	Result
€510	4	€2,040
€610	8	€4,880
-	0	-
€3,060	3	€9,180
€4,080	9	€36,720
€6,630	4	€26,520
€7,650	3	€22,950
€10,200	2	€20,400
€15,300	3	€45,900
€20,400	6	€122,400
€30,600	4	€122,400
Total	**46**	**€413,390**
Average fee		**€8,987**